



## What did we learn: Post-transaction assessment as a part of M&A process

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[www.outokumpu.com](http://www.outokumpu.com)

**Outokumpu in brief**

**Acquisition of SoGePar**

**M&A process**

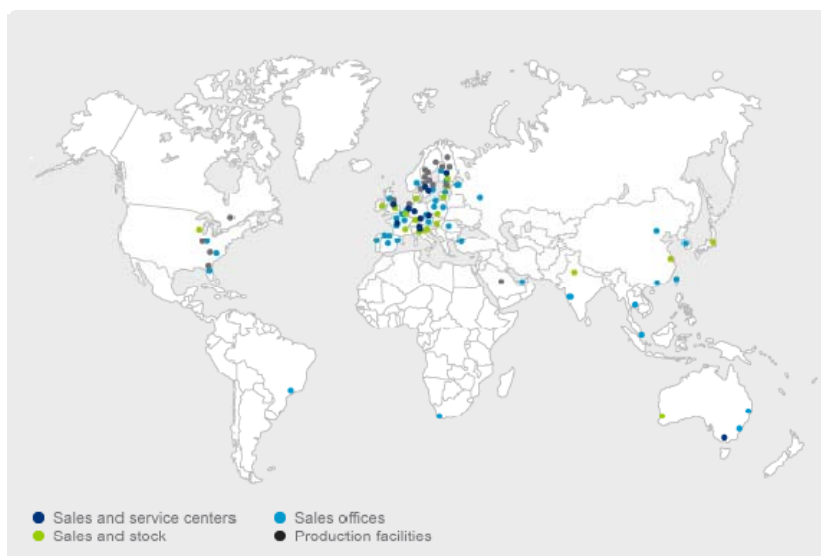
**Post-transaction assessment**

# Outokumpu – an international stainless steel company

- Outokumpu is a global leader in stainless steel with the vision to be the undisputed number one
- Outokumpu Group employs some 7 900 people in more than 30 countries
- The Group's sales of EUR 2.6 billion in 2009 (Q1 – Q3 / 2010: EUR 3.0 billion)
- Outokumpu has been listed on the NASDAQ OMX Helsinki since 1988



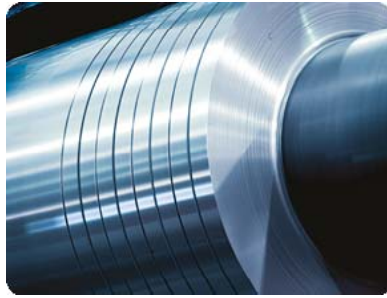
## Geographical presence



- Main production sites in Sweden, Finland, the UK and the US
- A comprehensive network of sales companies in some 30 countries and service centres in 12 countries

## Broad range of products and grades of stainless steel

- Coil, sheet and plate
- Quarto plate
- Thin strip
- Tubular products
- Long products



## From cutlery to bridges – endless possibilities



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## Background

Larger share of end-users customers  
defined as one of the strategic priorities

Expansion of distribution network seen  
as one of the tools towards this goal

Italy identified as one of the key  
markets with insufficient presence

Organic and acquisition alternatives  
assessed side-by-side

# Overview on SoGePar

## Key facts

- Privately owned
- Net sales EUR 560m (2007)
- ~350 employees

## Locations

### Rotherham and Aldrige

- Commercial dep.
- Production
- Stock

### Dublin

- Commercial dep.
- Stock

### Heusden-Zolder

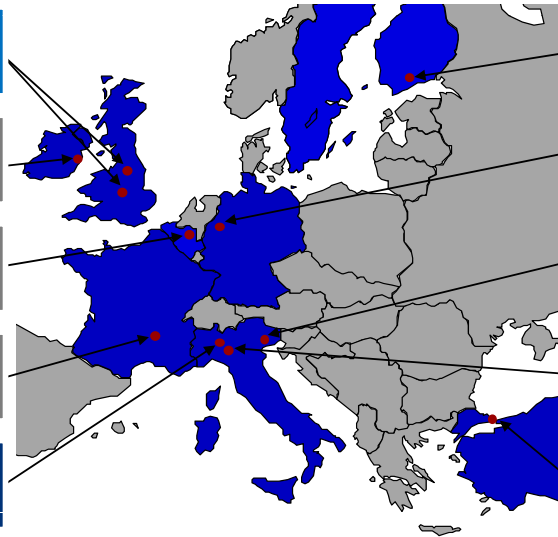
- Commercial dep.
- Stock

### Chassieu-Lyon

- Commercial dep.
- Stock

### Milan

- Head office



### Järvenpää (since -08)

- Commercial dep.
- Stock

### Krefeld

- Commercial dep.

### Carbonera

- Commercial dep.
- Stock

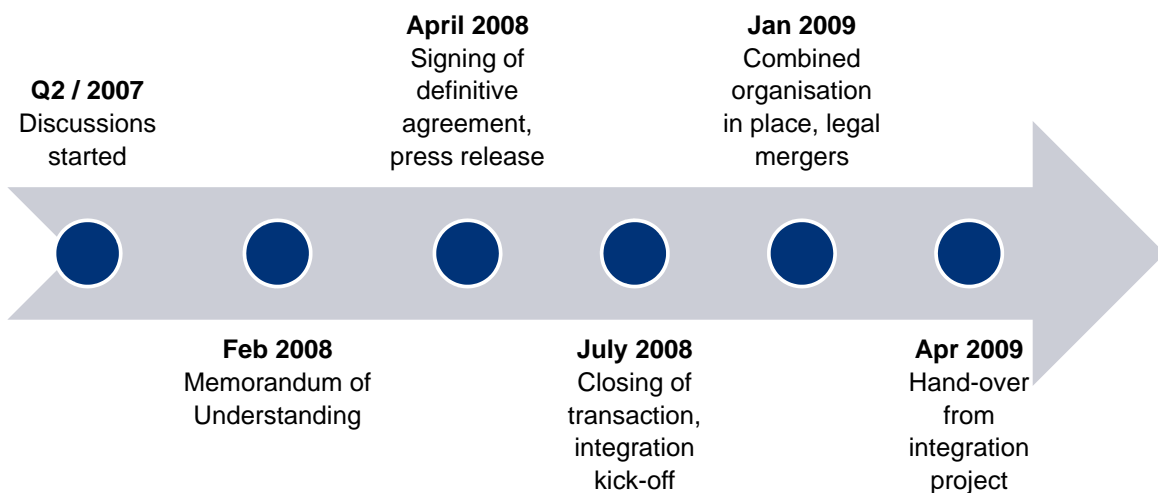
### Castelleone

- Commercial dep.
- Production
- Stock

### Istanbul

- Representative office

# Transaction timeline



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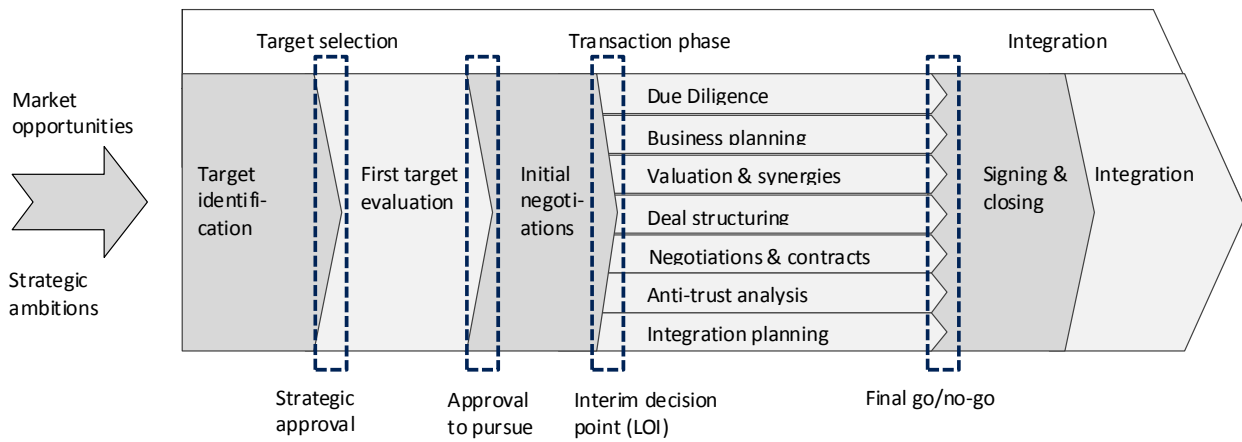
M&A process

Post-transaction assessment

## Development of process thinking

- Need to document the ways of working
  - Need to define and develop best practices
- ⇒ Preparation of “Corporate M&A Manual”
- Drawing on experiences on past transaction
  - Post-transaction analysis of SoGePar
  - Benchmarking and experiences from ManMAP project

# Basic framework for M&A process



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Acquisition of SoGePar

M&A process

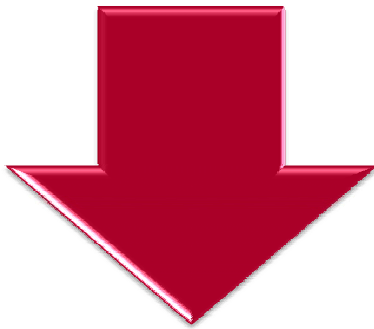
Post-transaction assessment

## Why & Why not?



### Benefits

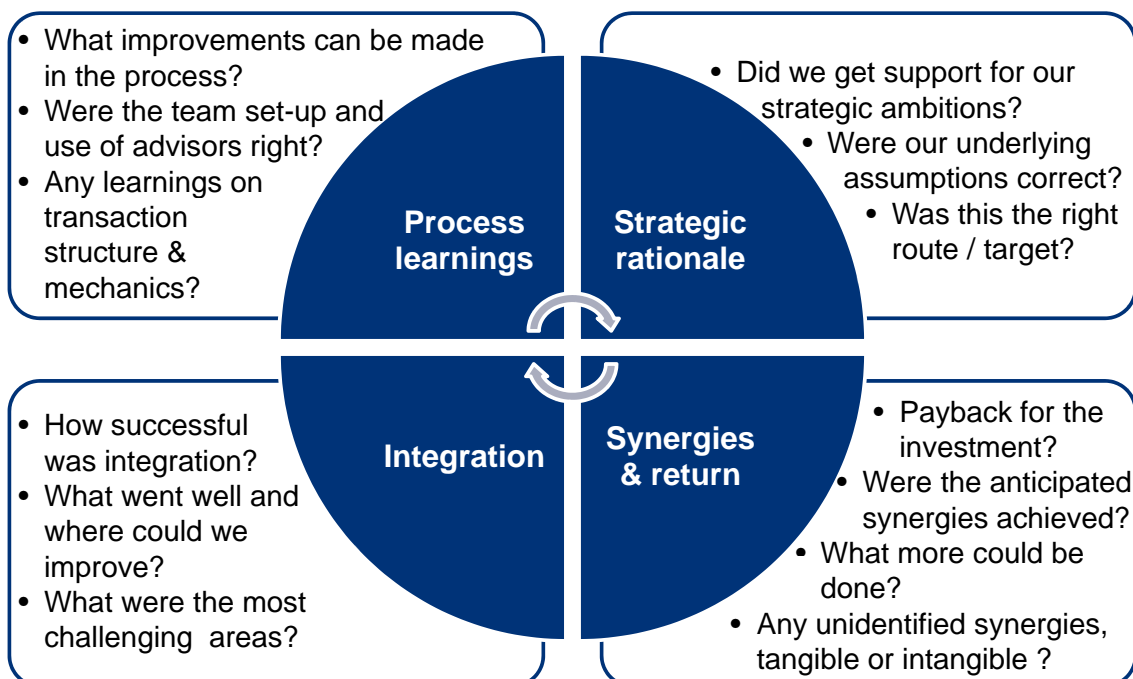
- Continuous learning
- Process refinements
- Corrective actions



### Challenges

- Discontinuity
- Bias
- "Lack of time"

## What?



# How?



Thank you!